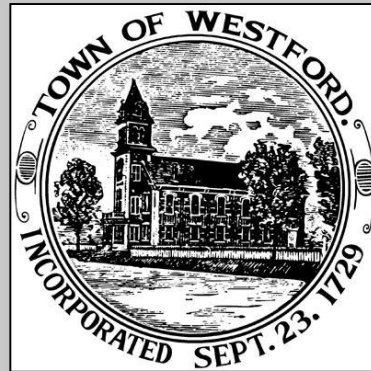


# **TOWN OF WESTFORD**

## **State of the Town**

### **Fiscal Year 2018**



**Jodi Ross**

**Town Manager**

**March 25, 2017 Annual Town Meeting**

# Statistics

Population estimate - 2015	23,831	8.6% Change from 2010
Housing units estimate - 2015	8,589	9.1% Change from 2010
Median home price – FY 2017 (single family)	\$479,450	
Median family income – 2014 (estimate)	\$144,194	
Labor Force – 2016	12,298	
Unemployment – Dec. 2016	2.3% - town	2.6% - MA

# Tax Rates

Fiscal Year 2017 Tax Rate Comparison	
Westford Residential Tax Rate	\$16.41
Westford Commercial Tax Rate (\$1 million+)	\$16.61
Acton Single Tax Rate	\$19.06
Chelmsford Single Tax Rate	\$17.92
Littleton Residential Tax Rate	\$18.15
Littleton Commercial Tax Rate	\$28.37

# **Municipal Project Update: Fire Station/Combined Dispatch/New Center Building Feasibility Study - Article 7**



- Center Fire Station – seeking construction bids – opening anticipated Summer 2018
- Combined Dispatch – construction bids out – scheduled opening Summer 2017

# Proposed Rehabilitation of Roudenbush Building - Article 9

- Construction estimate  
\$7,012,612
  - 90% funded through CPC
  - 10% through non-excluded debt authorization
  - Estimated annual debt payment beginning in FY20 of \$497,895
    - CPC annual debt \$447,300
    - GF annual debt \$50,595



# Potential Public-Private Partnerships

## ■ Town Farm

- 11,000 sq ft building
- 0.65 acres
- Built in 1837
- Est. \$3.5M repairs
- RFP issued, bid rejected, parcel survey conducted, planned release of new RFP for disposition



- Parks, Rec & Cemetery departments relocated into Mill Works



# Potential Public Private Partnerships: Disposition of 12 North Main Street



- Constructed in 1858
- Roughly 32,000 sq ft
- Prior use: light industrial and manufacturing operations
- \$378,250 in CPC funds appropriated for building stabilization efforts following partial roof collapse
- RFP released on Feb 15, 2017
- Proposals due to Town Manager's office May 10, 2017

# Residential Development

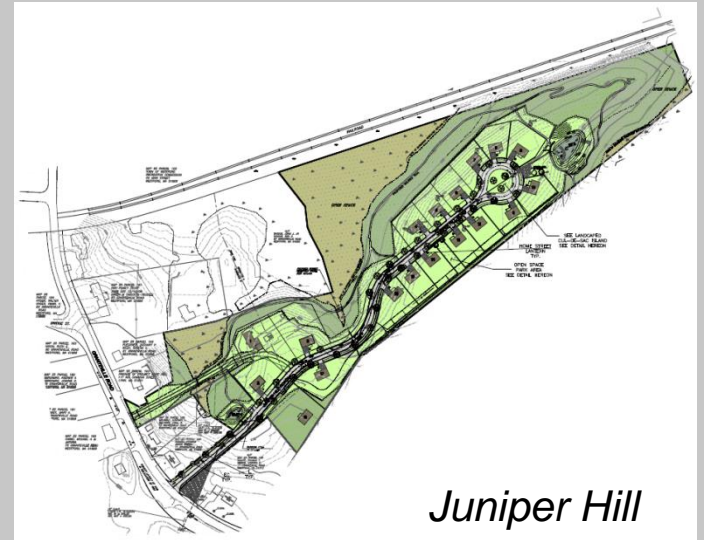
## ■ Single-Family Subdivisions:

### Juniper Hill

- 75 Graniteville Rd
- 18 lots approved

### Spalding Estates

- St. Augustine/Dunstable Rd
- 31 lots proposed



*Juniper Hill*

## ■ Mill Redevelopment:

### Abbot Mill Phase 2

- Under construction
- 102 rental units

### Abbot Mill Phase 1 (completed)

- 129 rental units



*Abbot Mill*



# Residential Development

- Over 850 units built and/or approved from 2010
  - Town is near “safe harbor” of 10% year round units on the Subsidized Housing Inventory
  - Current SHI = 631 (8.3%)



*Princeton Properties, 500 Princeton Way*

# Residential Development

## ■ Approved 40B development:

### Alder Point

- 354 Groton Road
- 8 town houses

## ■ Proposed 40B developments:

## ■ 450+ apartments

### Two Robbins Road

- adjacent to Red Hat
- 180 rental units

### Residences at Westford West

- behind Red Hat
- 282 rental units

### Sugar Maple Lane

- 4 Powers Road
- 28 town houses for purchase

*Two Robbins Road  
(proposed 40B development)*





# Commercial

- Akamai Technologies
  - 42,286 sq ft expansion in Tech Park East
- Cynosure
  - 5 Carlisle Road
  - Hologic Inc. acquiring
- Orchard Square
  - Route 110
  - 18,000 sf nearing completion
  - Retail, restaurant, bank
  - Space still available



*Tech Park East*



*Orchard Square*

# New “Village” Businesses

- Muffins on Main
  - 40 Main Street



- Forge Village Restaurant
  - 8 W Prescott St



# Transportation/Infrastructure Projects



*Keyes  
Culvert*

- Recently completed:
  - Keyes Culvert
  - Pavement Management Program

- 2017 construction:

- Main Street Road Reconstruction
- Tadmuck Road / Route 110 Intersection
- Complete Streets Grant = \$399,860
- Plain Road Sidewalk

*Main  
Street*



*Beaver  
Brook  
Bridge*

- In design:
  - Groton Road / Oak Hill Intersection
  - Groton Road / Dunstable Road
  - Beaver Brook Bridge
  - Boston Road in 2021



# Conservation Protected Land and Land Management

- Expansion of Community Gardens at the Day Agricultural / Conservation Land
- Conservation:
  - Laughton Farm - 21+ acres
  - Rear of 64 Main Street - 19 + acres
- Town considering other opportunities at future town meetings

*Day Agricultural / Conservation land*



*Farmer Dave at Hill Orchard*



*Trail Stewards*



# FY17 Revenues

- \$707K in New Growth
- State Aid increased by \$402,250 to \$20,903,252
- \$3.39M Motor Vehicle Excise – 17% bills paid online
- Local Options Excise projected at \$1.15M
  - Level collections halfway through FY17
- Collected \$586,895 in licenses & permits through mid-March (69% of budget)
- Community Preservation Act state contribution for FY17 at \$373,932, down from \$513,583 in FY16

# Sample of Grants Received

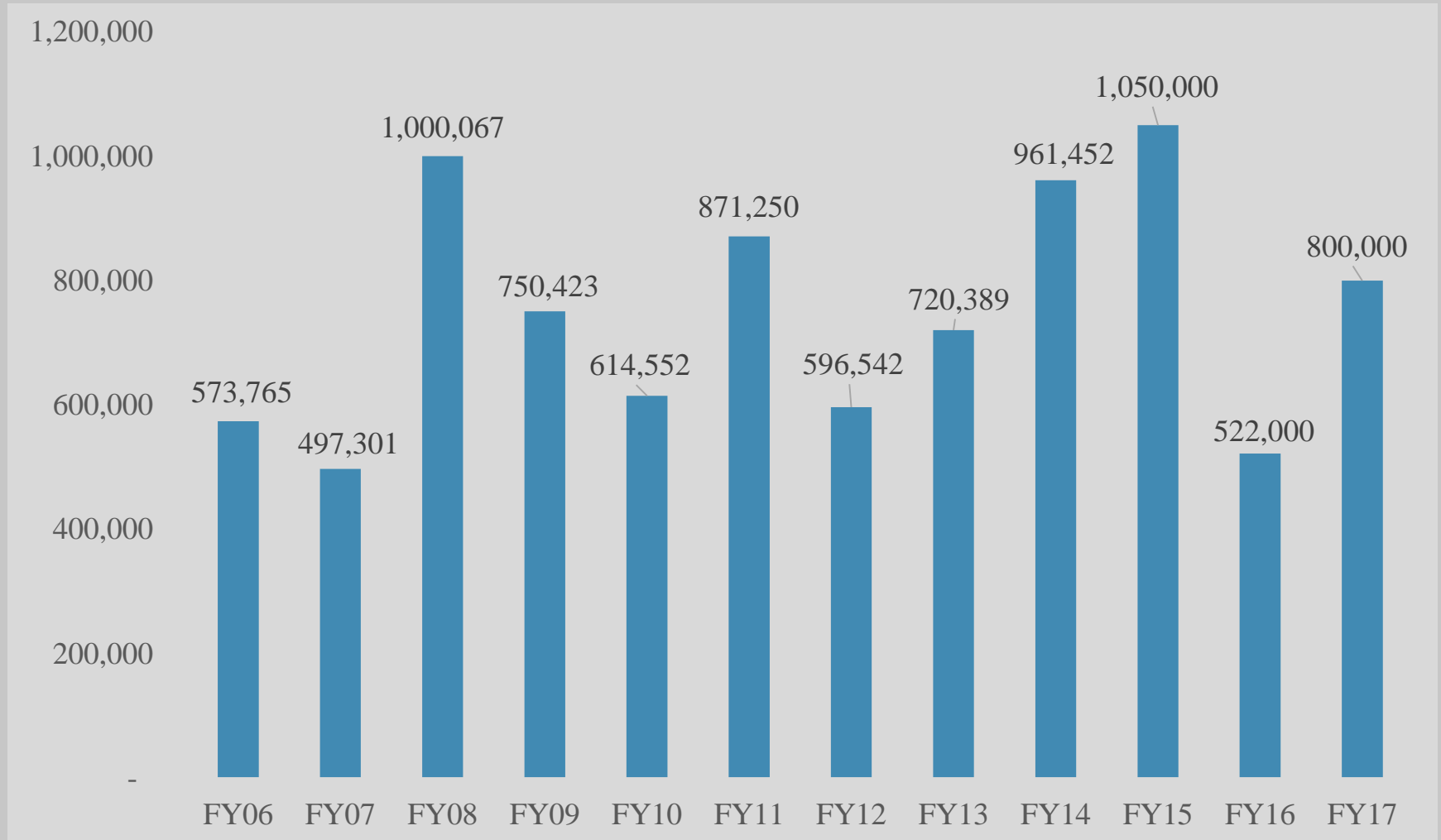
- Complete Streets Grant for pedestrian improvements \$399,860
- FEMA Hazard Mitigation Grant for Keyes Culvert \$391,523
- Green Communities Grant for energy efficiency projects \$250,000
- MassWorks Infrastructure \$200,000
- LRTA for COA vans \$92,880
- EOPS for Police Department \$60,372
- Executive Office of Elder Affairs \$33,540
- Friends of the Cameron Sr Ctr \$24,000
- Cummings Foundation for Sr Ctr \$20,000



# FY17 Expenses


- Switched health care providers from BCBS (13% premium increase) to Fallon (5.5% premium increase) on 11/1/16
- Fire department vacancies requiring supplemental appropriations of \$117,000 to maintain minimum manning for 3 stations
- Parks, Recreation, & Cemetery entered 5-year lease at Building 18 of the former Courier Building + \$36K / year
- Republic Services providing recycling services + \$76K
- Net metering savings continue to provide \$379K+ in savings
- Energy efficiency improvements reduced our energy costs
- Gasoline prices continue to remain below projections

# FY06 to FY17 Snow & Ice Expense





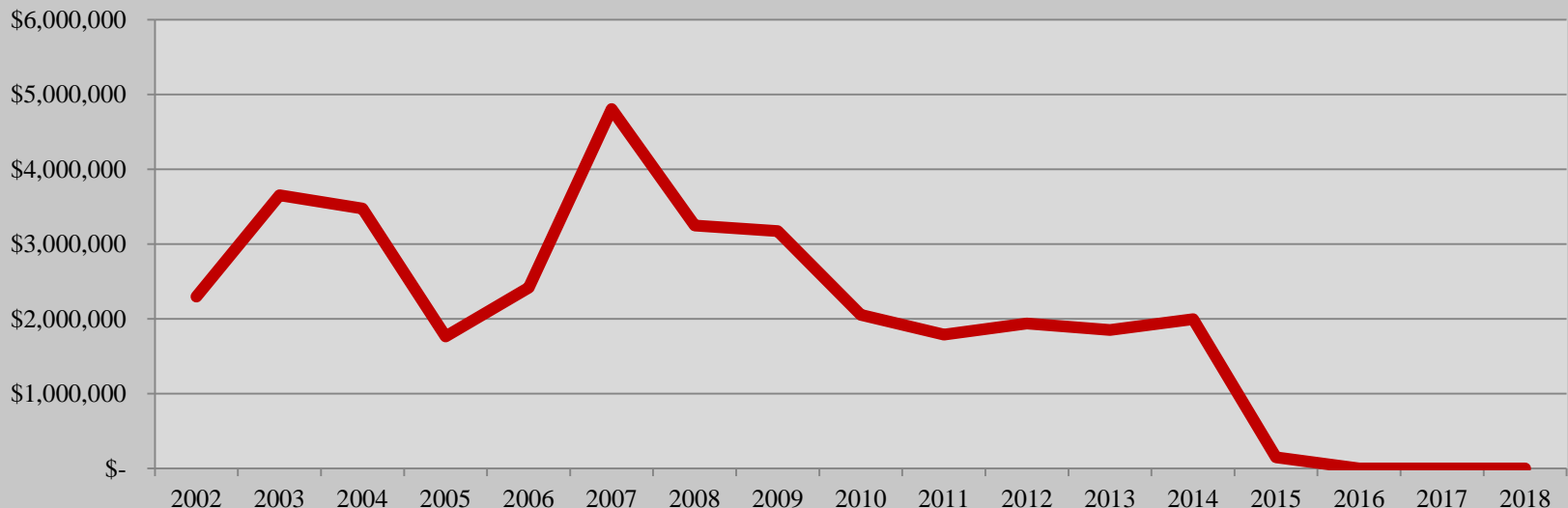
# Recommended FY18 Budget

<p>Town of Westford</p> <p>Table of Contents</p> <p><i>March 6, 2017</i></p>	<h2>Fiscal Years 2018-2020</h2>
<h3>Town of Westford Budget</h3>	
 <p>1</p>	<p>Jodi Ross Town of Westford Fiscal Years 2018-2020</p>

# Financial Accomplishments

- Presenting a balanced budget to Town Meeting
- Adhered to the 2018 Board of Selectmen Budget Policy Directive
- Funded “normal” OPEB costs
- Maintained AAA rating from Standard & Poor’s
- History of Reserves Applied to Balance the Budget

**Free Cash Applied to Balance Operating Budget**



# FY18 Budget Highlights

- Total cash reserves \$6.86M [6.63%]
- Overall Budget Increase +2.58% - additional \$2.77M
- Westford Public Schools +2.40% – additional \$1.40M
- Other town departments +1.94%– additional \$432K
- N.V.T.H.S. assessment +1.70% to \$706,472
- Requesting \$13.2M in capital investments in buildings, infrastructure and equipment
- Purchasing copiers through capital rather than leasing
- Reduced budget requests by \$1.8M to balance budget

# FY18 Budget Highlights

- Increased 945 General Liability Insurance by \$1.09M
  - Increased health insurance budget by \$687K
  - Level OPEB appropriation at \$852K + \$257K additional through FY17 budget supplemental
  - Increased Middlesex Retirement Assessment by \$381K
  - Increased General Insurance, Medicare, & Unemployment Insurance by \$18K
- Overall tax impact 2.35%
- Schools requesting a \$1.6M override over 3 years
  - Estimated FY18 tax impact with override: 3.09%

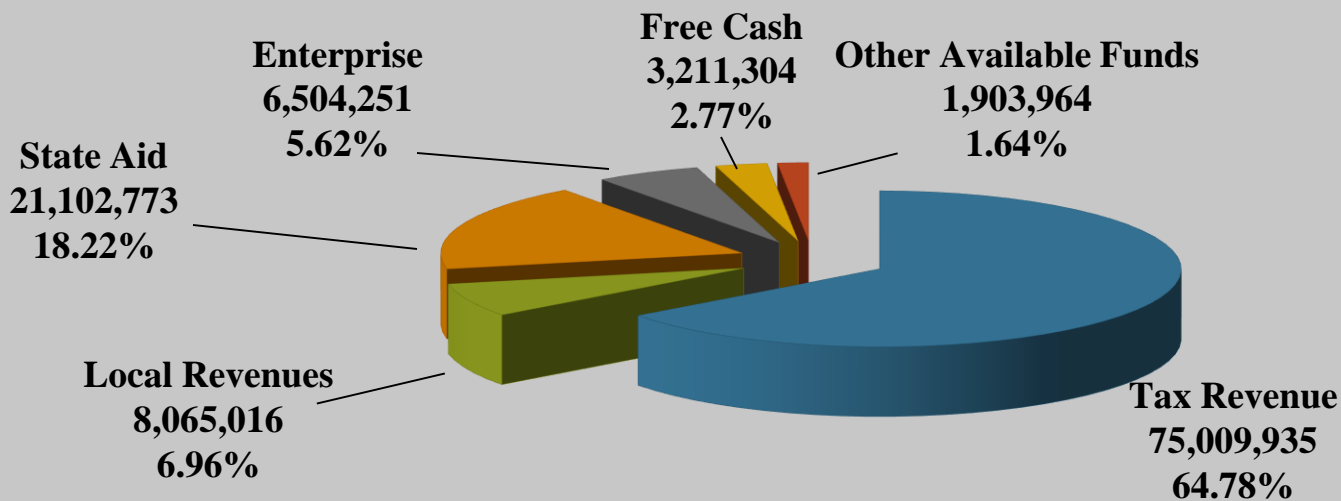
# FY 2018 Projected Revenue

- Local Revenue estimated 2.05% increase
- New Growth \$850,000
- Ambulance Enterprise revenue \$800,000
- State Aid in Governor's Budget + 0.95% by \$199,521 for a total of \$21,102,773
- Projected \$1,178,500 in hotels and meals excise taxes
- Motor Vehicle Excise projected to increase by \$67,000 to \$3,459,000
- Additional inspection revenue due to new growth



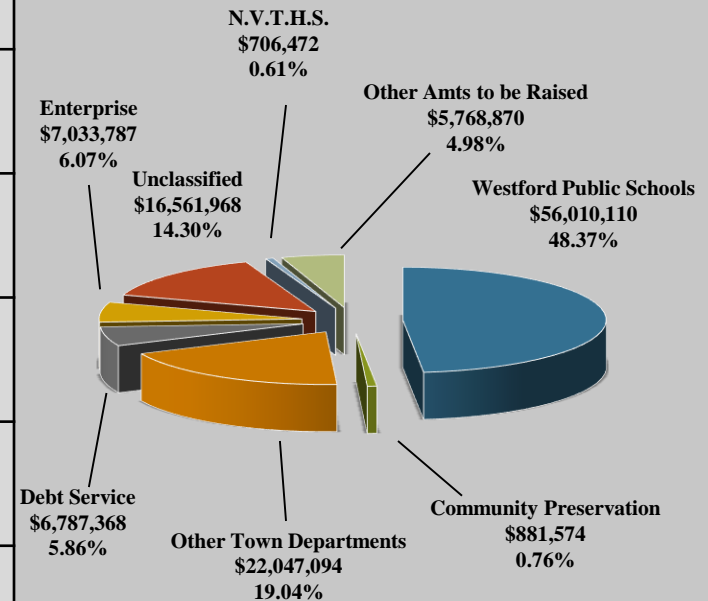
# FY18 Projected Revenue

Tax Revenue	\$75,009,935
Local Revenue	8,065,016
State Aid	21,102,773
Enterprise Revenue	6,504,251
Reserves Applied	0
Other Available Funds	1,903,964
Appropriations from Free Cash	3,211,304
<b>Total</b>	<b>\$115,797,243</b>



# FY18 Expenditures

Westford Public Schools	\$56,010,110
Community Preservation	881,574
Other Town Departments	22,047,094
Debt Service	6,787,368
Enterprise	7,033,787
Unclassified	16,561,968
N.V.T.H.S.	706,472
Other Amounts to be Raised	5,768,870
<b>Total</b>	<b>\$115,797,243</b>



# Capital Appropriations

From Free Cash	\$1,818,667
Bonding – Non Excluded (Fire Truck, WA Wastewater Upgrades, 10% Roudenbush Rehab)	1,827,612
CPC Bonding – (90% Roudenbush)	6,300,000
Water Ent. Bonding (Prospect Hill Water Tank)	3,200,000
Ambulance Ent. Retained Earnings	21,000
Water Ent. Retained Earnings	77,000
<b>Total</b>	<b>\$13,244,279</b>

# Future Fiscal Challenges

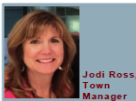
- Large municipal building projects – possible JV Fletcher library expansion (July 2017 MBLC rankings released)
- Infrastructure and facility repairs and maintenance
- Disposition of 12 North Main Street and Town Farm
- Litigation
- Health insurance
- Retirement assessment
- OPEB liability
- Special education mandates
- Collective bargaining agreements

# Communication Efforts

- Residents need to re-subscribe to receive email alerts due to new website!
- Code Red emergency calling system used to contact residents for emergency notifications
- Monthly Town Manager Newsletter
- Bi-weekly Town Manager report on WestfordCAT News
- AM 1630 radio station for emergencies and town info
- Multiple Facebook & Twitter accounts

Town of  
*Westford*  
Massachusetts Town Manager's Newsletter

March 2017



Jodi Ross,  
Town  
Manager  
jross@westfordma.gov  
www.westfordma.gov/tm  
978-692-5500


**Important:**  
Our new website notification system requires users to renew subscriptions to all notifications. Please take the time now to [renew notifications](#)

Deadline for Nomination Papers  
Tuesday, March 14

Community Gardens Plot Registration Closes  
Wednesday, March 15

Annual Town Meeting  
Saturday, March 25

Tune in to 1630 AM  
For Westford's Local  
Emergency Information



Watch Meetings Online  
**westfordCAT**  
community events website  
[www.westfordcat.org](http://www.westfordcat.org)

**Dear Westford residents,**

I hope you have all marked your calendars and plan to attend our Annual Town Meeting on Saturday, March 25, 2017, starting at 10:00AM in the Abbot School gymnasium, 23 Depot Street. On Thursday March 16th at 7:00 p.m. the League of Women Voters will be hosting an Annual Town Meeting warrant review in the Millennium School, behind the Abbot School, in Conference Room B. Please join us to ask any questions you may have regarding the articles featured in the warrant (listed below, [and found online](#)):

**Article 1** Accept Town Reports for Fiscal Year 2016.

**Article 2** Approve Unpaid Bills from Previous Fiscal Year - will be dismissed as there are currently no unpaid bills from prior fiscal years.

**Article 3** Approve Fiscal Year 2017 Supplemental Appropriations - \$35,000 to the Finance Committee Reserve Fund, \$45,600 for legal services, \$50,000 for Fire Department personal services, \$400,000 for snow and ice, \$257,947 for other post-employment benefits (OPEB) stabilization fund, and \$15,000 to the Ambulance Enterprise personal services.

**Article 4** Approve Fiscal Year 2017 Budget Transfers - may be dismissed as there are currently no transfers necessary.

**Article 5** Appropriate to the Stabilization Fund - to deposit \$500,000 into this Fund from Free Cash.

**Article 6** Appropriate for Perchlorate Expenses - to provide \$104,090 from Free Cash - to address associated issues regarding perchlorate contamination remediation.

**Article 7** Approve Capital Appropriations - [a list is available online](#).

**Article 8** Approve Community Preservation Committee Recommendations - [a list is available online](#).

**Article 9** Authorization of Debt for the Rehabilitation, Preservation, and Accessibility Improvements for the Roudenbush Building Located at 65 Main Street - this is a request to bond for this project at an estimated cost of \$7,012,612, to be shared by Community Preservation funds and town funds.








**Article 10** Amend the General Bylaws to Accept the Provisions of Massachusetts General Laws c.44, §53E1/2 to Establish Various Revolving Funds - collected from multiple sources, some of which include lease-payments received, programming fees, recycling bins sales, community garden plots, and town forest timber sales (new requirement by Mass General Laws).

**Article 11** Authorize Revolving Funds - setting expenditure limits on the revolving funds.

**Article 12** Approve Fiscal Year 2018 Operating Budget - [the budget is available online](#).

(Continued on next page)

[WWW.WESTFORDMA.GOV](http://WWW.WESTFORDMA.GOV)

Town of Westford		
Fire Department		
Fletcher Library		
Police Department		
Town Manager		
Veterans Affairs		



# Congratulations Westford!

- Niche.com ranked WPS #8 best school districts in MA
- SchoolDigger.com ranked WPS #8 of 216 school districts in MA
- Newsweek ranked WA #47 Top 100 Public High Schools in nation in 2016
- Stanford University Center for Education Policy Analysis ranked WPS #4 out of 12,200 U.S. school districts (grades 4-8)
- Expedia.com recently named Westford the “most beautiful town in Massachusetts”
- 2016 Niche.com ranked Westford 14th safest place to live in MA
- 2017 US New & World Report says Massachusetts is America’s best state!

# Congratulations Chris O'Neil!

Westford resident Chris O'Neil wins the bronze medal in the Advanced Super-G slalom skiing event at the Special Olympics World Winter Games in Schladming, Austria!



# Congratulations Westford!

- Our Heroes!

Westford Firefighter /  
Paramedic John Tuomi and  
Groton Fire Lieutenant (and  
Westford resident) James  
Crocker pictured with  
Patriots Owner Robert Kraft  
following the life saving  
assistance at the Dec 24<sup>th</sup>  
Patriots-Jet Game!



# Thank You Westford!

Thank you to our board members, department heads, employees, volunteers, and all of our residents for your creativity, collaboration, countless contributions, and most of all, your unwavering commitment to our community.

